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**OFFICE OF HUMAN CAPITAL MANAGEMENT**

The Office of Human Capital Management (OHCM) provides strategies, solutions and services that support the achievement of NASA Goddard's mission, by planning for and providing the right talent, in the right way, at the right time to ensure mission success. Under the President's Management Agenda, Government has moved dramatically to embrace the "Strategic Management of Human Capital", a lens through which employees are viewed on "the balance sheet" as investments and assets, rather than costs. The OHCM is charged with advising and leading the Center in cultivating this investment. By creating programs and products that are developed with strategic plans, customer business drivers, and dynamic environmental conditions in mind, the OHCM demonstrates creativity, innovation, and fiscal stewardship in providing services designed to prove a fiscal and succession planning return on investment. By maintaining state of the art knowledge coupled with active participation in the Center's business and strategy communities, OHCM plays a vital role in creating real-time solutions that reflect understanding and knowledge of internal and external stakeholder drivers. The OHCM leads Center-wide bodies designed to keep a pulse on the dynamic human capital environment and needs, and represents the Center on Agency-wide initiatives focused on elevating and leveraging the power of sound human capital management systems. Additionally, through continuous customer interaction, consultation, and feedback mechanisms, the OHCM serves as a strategic partner in the achievement of critical mission; and as a champion for the importance of attracting, acquiring, developing, evaluating, recognizing, and retaining talented, committed individuals.

OHCM offers employees, managers, and executives alike, consultation and services that position the Goddard Space Flight Center to optimize its most critical resource – the dedicated individuals who choose to work here. The OHCM provides a wide range of services to the Center's 3,300 civil service employees located in: Greenbelt, Maryland; Wallop Island, Virginia; Fairmont, West Virginia, New York City, New York, and other remote locations. Services include: strategic workforce planning and recruitment, benefits, family friendly programs, compensation, career development, employee and supervisory training, succession planning and leadership development, organizational development/change management, awards, performance management, labor and employee relations, and position management. The OHCM develops innovative programs/policies to meet the needs of a diverse, highly talented workforce and strives to create and maintain a supportive work environment for all individuals to achieve success in the Center's mission. This Office identifies and coordinates activities to facilitate effective use of the Center's human resources and to ensure progressive and efficient approaches to the development and implementation of human capital programs and policies. All programs are developed consistently

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with the Center's mission and values and in compliance with federal regulations and the Administration's and Agency initiatives.

**110.1 BUSINESS, PLANNING AND STRATEGIC ALIGNMENT OFFICE**

The Business, Planning and Strategic Alignment Office serves as the focal point for the Office of Human Capital Management in all resources and business management activities. Primary responsibilities include: planning and evaluating all business management and process activities of the Directorate to ensure alignment with customer need, by monitoring, and analyzing objectives and goals against overall organizational resources; coordinating with appropriate functional managers to establish project plans and schedules for new human capital initiatives including determining financial resources and/or workforce requirements as well as implementing metrics and other analysis systems or processes to track schedule, performance and resources parameters; provides the full range of business management expertise to help identify strategic objectives for the Directorate; and applies business, financial, and return on investment measurement techniques to the accomplishment of those objectives. This office also has responsibility for formulating Directorate budget and manpower requirements, developing justification and supporting documentation and providing recommendations for allocations to Directorate management; executing and monitoring budget and manpower plans as approved, and ensuring that objectives are met within the resources made available. Additionally, this office manages Center-wide budget and allocations for Senior Executive Service, employee training and awards, and partners with other OHCM offices to supply Center leadership with necessary data for workforce and budget forecasting in human capital management arenas. This office serves also as the business management arm of the Directorate, providing and managing internal services and solutions related to personnel actions and processes, IT management, facilities and space management, and develops and carries out business operations processes on behalf of the Directorate. The Office partners with other OHCM offices and the GSFC Office of the Chief Financial Officer in the allocation of human capital budget as well as seeking support and participation to measure return on investment of human capital spending and understanding the cause/effect relationships.

**111 ORGANIZATIONAL LEADERSHIP AND CULTURE OFFICE**

This Office serves as champion for the critical role that the organizational context, culture, leadership, and climate play in fostering employee engagement, and ultimately mission success. The office provides development of programs and systems vital to cultivating a Goddard workforce with the leadership capability and organizational climate to accomplish the extraordinary array of

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mission requirements performed at the Center. This Office develops, implements, sustains and leads strategies, products and services that elevate the role of these factors through: organization development and transformation, change management, leadership development and training programs, executive coaching and development programs, support to Center's equal opportunity and diversity management initiatives, assessment and feedback instruments, business practice studies, strategic management practice trends, tools and techniques, organizational culture and climate surveys, and teambuilding and facilitation services, and supports Center leadership in identifying opportunities where the role of organizational culture can assist in the achievement of business mission. The Office supports Center organizations in defining and implementing ways to enhance their organizational performance through the understanding of organizational culture, the dynamic interplay of systems, processes and people, and the opportunities and barriers created by change that align or impede individuals, teams and whole organizations as they move through transitions to improve the way they work. The Office partners across the Center to deploy existing, and develop new leadership development strategies and programs, incorporating the strategic needs of the Center, towards the creation of a leadership cadre that understands, supports and embodies Center values and provides leadership through healthy organizational culture and value centered management practices.

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**ORGANIZATIONAL CAPABILITY OFFICE**

The role of this Office is to formulate Center wide strategy for the civil service workforce planning activities. Develops plans consistent with the Center's mission and goals, historical workforce experience, and trends within the workforce. Other major areas of responsibility include: workforce skills/competency management systems, administration of Center FTE ceiling and utilization of nonpermanent workforce; development and publication of workforce demographic data; oversight of human resources information systems; strategic recruitment; development of linkages with Center education programs to enhance the talent pipeline; coordination of internal and external reviews of human resources functions; development of metrics to assess the quality and satisfaction with OHR services; and identification and infusion of best practices from the industry. This Office supports all of Goddard's customers; however, its primary customer focus is Center senior leadership.

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**113      TALENT ACQUISITION OFFICE**

The Talent Acquisition Office is the gateway for all human capital management practices and policies – it vigorously seeks to identify, attract and acclimate the talent that Center organizations need at the right time, in the right way. In seeking to ensure that organizations have the knowledgeable, committed, and expert individuals who are on the leading edge of their fields, and bring state of the art, current skills to the dynamic Goddard missions, this Office works closely with customer organizations throughout the year to understand the discipline of study or expertise in which the talent is required, project cycle, business drivers, workforce projections, and succession planning needs. Human Capital Experts from this Office specialize in learning the dynamic business needs of customer organizations, so that they may provide a wide range of consultative approaches to design a talent acquisition strategy that meets the customer objective; and select from a rich template of agency and government-wide flexibilities, programs, initiatives, and policies to acquire the talent by utilizing a maximum of expediency, flexibility, and incentives, while maintaining regulatory, legal, and policy parameters. This office provides strategy and services in a broad range of human capital functional areas including: staffing and placement, classification, compensation, and position management, and through ongoing relationships with customers, provide front-line information on matters involving supervisory requirements, employee relations, and development. The Office is responsible for record keeping as well as authentication of all official personnel actions for the Goddard Space Flight Center. Additionally, they partner with all levels of supervisors and managers in identifying and applying maximum flexibilities within the Federal system to acquire the needed talent for mission success; and serves also as a resource for employees and prospective employees on job opportunities, career information, navigating the federal personnel process, and other matters that affect employment.

**114      TALENT CULTIVATION OFFICE**

This office serves the critical role of ensuring that once on board, the Agency's most important asset maintains vitality through continuous assessment and development, against a template of mission success. The Office creates and provides programs, systems and services that: create and sustain a culture of organizational learning; optimize performance; and ensure that the workforce has the tools and resources to access the skills and behavior training, experiences, and opportunities necessary for maintaining leading edge knowledge, and state of the art currency in subject matter and individual performance arenas. In support of strategic mission requirements, the Office works closely with customer organizations throughout the year to understand the project cycles, business drivers, and environmental context in order to develop a strategic training plan on

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behalf of the Center, and deploy existing and develop new Agency and Center programs for its customers. Consistent with NASA values and the goal to acquire and sustain a vital and effective workforce, the Office utilizes multiple development modalities, including classroom training, reference and research learning materials, online learning, and facilitation of experiential learning and mentoring, to develop and implement an array of programs, products and services. These programs, products and services include: academic and study programs, needs assessments and return on investment analyses; program evaluation; career development; change management initiatives; course design and delivery; training management and data analysis; procurement, processing, announcement and registration of specialized and required training; training facility management; and consultation for both managers and employees on how to create and structure appropriate, engaging learning experiences that ensure the organization's ability to meet and exceed its mandate.

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**PERFORMANCE AND WORK-LIFE DYNAMICS OFFICE**

The Performance and Work-Life Dynamics Office (PWDO) provides leadership in establishing a dynamic performance culture at the Goddard Space Flight Center which emphasizes the link between individual engagement, performance achievement and organizational goals. The creation and sustainment of a culture in which employees and supervisors collaborate to determine roadmaps, measurements, and rewards or mid-course corrections, requires the necessary tools, techniques and skills that lead to de-mystifying and making robust, the performance management system. At Goddard, this is accomplished by the strategic integration of performance management systems and programs, employee relations, reward and recognition, labor relations, and quality of work-life programs. This Office develops, interprets, and implements policies and programs, and offers strategies and solutions that enable an effective and high-performing workforce to accomplish its extraordinary mission requirements. Additionally, Human Capital Experts work closely with customer organizations throughout the year to understand the project cycle, mission requirements, and organizational direction, and actively work to equip managers and employees with the communications tools and decision-making resources they need to operate with integrity and accountability. The PWDO works with all levels of the Goddard workforce and provides a broad range of services and expert advice, counsel and solutions to employees, supervisors, and managers for the areas of performance management, employee relations, labor relations, awards, leave administration, flexible work schedules, telework, benefits, and other areas of quality of work-life in order to motivate and optimize employee and organizational performance. The Office partners with the Offices of Talent Acquisition, and Talent Cultivation, to provide a compendium of products and strategies that support managers and employees in creating a thriving culture of

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clear expectations and excellence; and with other Center organizations including Equal Opportunity Program Office, Office of General Counsel, and Special Assistant for Diversity, to ensure that customers feel able to take advantage of all resources with no barrier, confusion, or deterrent.